

# Examination of city governorship pattern and citizen participation as a new approach to city management in region 5 of Isfahan municipality using T-test in SPSS

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## Abstract

The model of the city management by the people is a new theme in the field of city management. Based on this model, decision-making about city affairs is done through the cooperation of government, private section, and civilized society. The model also challenges top-down policies which had been made by central government. One of the principles in the democratic systems is the amount of people participation in implementing plans and projects. In the present article an attempt has been made to analyze the attitudes towards people's management of the city and the effective factors in the citizens' participation in city management based on the findings of a field study of the region 5 of Isfahan municipality. The data collection has been done via library, documentary, and survey, and descriptive-analytical studies. It was found that although the institutions and organizations have been discussing the theme of participation, its true sense and institutionalization among the authorities and citizens, especially in the society under study, is a problem which requires further study and guidelines.

**Keywords:** city management, city management by the people, participation, citizens

## Introduction

The model of the city management by the people is defined as the participating process of development by the virtue of which all the interested parties including government, private section, and the civilized society provide some tools to solve the problem

of being urbanized very quickly. In the case of developing countries, quick urbanization via traditional management has created undesirable conditions in the cities which make the support of the local government, people participation, and the invention of private section in the planning and management of city development unavoidable. As a matter of fact, the quick solution of the urbanization problem in these countries is made possible only through mending the traditional approaches and using the modern guidelines of management. Hence, to solve the stability of city development in the developing countries means to solve the instabilities in the management institutions, urban planning, taking more responsibility in running urban affairs, assigning duties and authority to the local governments and other local interested parties all of which countries to a new way of running cities termed "the model of city management by the people". In this model, the city management, being from top-to-down, is replaced by a bottom-to-up system. In this process the participation of the citizens in managing the city affairs is quite essential (Lalehpour, 2007:70).

## The purposes of the study

This study seeks the following goals and their realization.

- To direct the city management by the people and the citizen's participation in such a way which leads to cooperation among government, private section, and civilized society
- To take advantage of the ideas of people and local institutions focusing on participation to-

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ward flexibility, dynamicity, and corrigibility of urban management to determine the place of people in running their own city

## Research hypotheses

Considering the main factors and theoretical backgrounds in the process of city management by the people, the following hypotheses were formulated.

1) There is relationship among establishing an organizational structure for the municipalities where participation plays an important role, the city management by the people, and the development of urban management.

2) There are required conditions and possibility for the citizens to intervene to manage the region 5 of Isfahan municipality/

## Literature review

One of the first studies done concerning the urban issues managed by the people is that conducted by Brian McLaughlin in the early of 1970s. According to him the city management by the people is a process which involves an integrated system including both government and people. This concept is related not only to state and official organizations, Urban and local institutes that officially manage public affairs, but also to many political and social groups' activities. (UN, 2000:1).

The main components of city management by the people are the legality of the government, responsibility and accountability, and citizens' participation (Rusmarsidik, 2000:10). In the late 1960s, the role of citizens' participation was in its heyday (Rahnema, 2010:172). In this line Rose (2006), Smith (2006), and Lee (2006) in their studies have proposed that confidence is essential in increasing the participation of the citizens in running different affairs. In other words, in the recent millennium when postmodernist ideas have appeared, the concept such as institutional confidence, social and hygienic satisfaction, and other humanistic concept have been integrated under the term "social welfare" (Giddens, 2006; Bannet, 2004).

## Methodology

This study seeks to integrate urban management and participation to see its results in the region 5 of Isfahan municipality. The research method has been descriptive-analytical and the instruments

used to collect data have been documents and surveys. On this line, to complete the information we used questionnaire and the data have been analyzed via SPSS software. The statistical population has been the citizens living in region 5 of Isfahan municipality. The sample has been selected randomly. Since the population of the region has been 156828 people, 300 people have been selected as sample using Cokran's method (Hafeznia, 2010, p.167).

$$N = \frac{\frac{t^2 pq}{d^2}}{1 + \frac{1}{n} (\frac{t^2 pq}{d^2} - 1)}$$

Where

N is sample volume estimation

n is volume of studied community

t is invariable number (1.96 in reliance level of 95%)

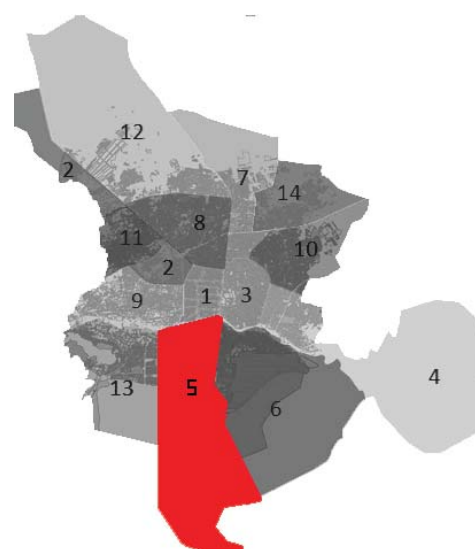
d is reliance degree (0.05)

p is the proportion of people which have the studied qualities (with the invariable number of 0.7)

q is the percentage of people who don't have the studied qualities (with the invariable number of 0.3)

## An outline of the scope under study

Region 5 of Isfahan municipality is one at the 14 regions of this metropolis. The region is located in south-west of Isfahan and in the south border of Zaiendehrood. The population of the region, based on census taken in Isfahan in 2009, has been estimated to be 156828 people (Isfahan census Manual, 2009).



**Figure 1. The case of study: region 5 of Isfahan municipality which highlighted in the red color**

Source: urbanization and architecture undersecretary of Isfahan municipality (2011)

## Theoretical background of the study

The definition of management and urban management

Management: working with the individuals and groups to achieve the goals of the organization (House and Blanchard, 1992:28).

Urban management: running the city affairs to promote stable management and a vast organization consisting of official and unofficial who are effective and related to various socio-economical, and skeletal dimensions of city to run, control and direct the comprehensive and stable development of the intended city (Razavian, 1996:12).

### *The definition of municipality and the difference between it and urban management*

Running a city is impossible without management. According to the researchers of Britain encyclopedia, no matter how far we go back in the history, we cannot find a city without management. In some European countries, the cities have been autonomous political units. Although the governments of the cities of ancient Greece have been typical examples of the phenomenon, the local government is England, France, Spain, and Germany are quite older than national government (Saidi Rezvani, 1999, p.16).

Such urban management, despite its nature, and municipality, as urban management organization, has been used synonymously, we are also to conceptualize municipality. The public, nongovernmental, organizational element in the system of running city affairs of the country is termed municipality. One definition is “municipality is a legal, local, and independent organization established to satisfy the civil, welfare, and service needs of the people and settle the city affairs locally by inviting people to participation” (Eskandari, 1991, p.14). Sometimes urban management has been considered the same as performing policy or public management in the scene, and sometimes it has been used to refer to all the activities done to achieve the city development. Actually, for word bank, urban management is like a business way which may make the loans efficient and effective. From UNCHS (United Nation Commission of Human Shelters) point of view, generally urban management is considered as a model for the management and development of the urban shelters or dwellings in small, large cities as well as in metropolises, and it includes all the active players, in urban affairs, such as private com-

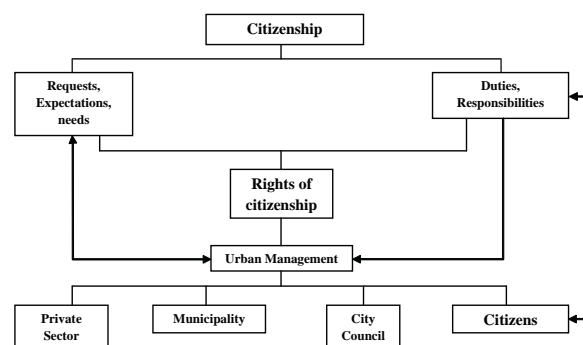
panies, nongovernmental societies, civilized societies, individuals, and groups who work and live in the cities (Saidi Rezvani. 2000, p.18).

The main important factor in running a city is the process of determining the priorities and decision-makings which, by the virtue of the value of urban society, must guarantee public welfare. Hence, urban management, as organizational framework and urban development, concerns the policies, plans, designs, and operations to adapt urban population growth to dwellings and job (Safari, 1996, p. 44).

Taking the mentioned definitions and concepts into account, we conclude that municipality and urban management are not equivalent. It is worth mentioning, of course, that they are considered equal in the world, but not in Iran. Considering urban management in Iran, the main problem is that this country contains a polychotomy system. This system cause many organizations to being away from supervision of municipalities and work separately from urban management. This is, however, opposite in some western countries.

### *Citizen and the rights of citizenship*

Citizen is an individual that has both “right” and “duty” toward the urban rulers. That is, he or she is obliged to do some duties for them and expects them to do something for him or her. The urban managers can empower the urban management by attracting people’s participation. Therefore, as far as urban management is concerned, the urban authorities play a great role in leading the citizens to participating performances (Razavian, 2000, p. 20). Sarafi and Abdollahi (2008) represented the relationships between urban management, citizenship and urban rights throughout a diagram as has followed:



**Diagram 1: The relationship among urban management, citizenship, and urban rights**

Source: (Sarafi, Abdollahi, 2008:130)

## Participation

Today, participation is one of the leadership indexes and organizational maturation. In the studies done in the area of urban management based on information and knowledge, the attraction of people participation has been considered as one of the main parameters of development. Based on the parliamentary act 44 and the capacities available in this national law that considers economy to be circling around cooperative axis, enjoying people participation is realized only via distributing and transferring occupation or activity to the private section (through

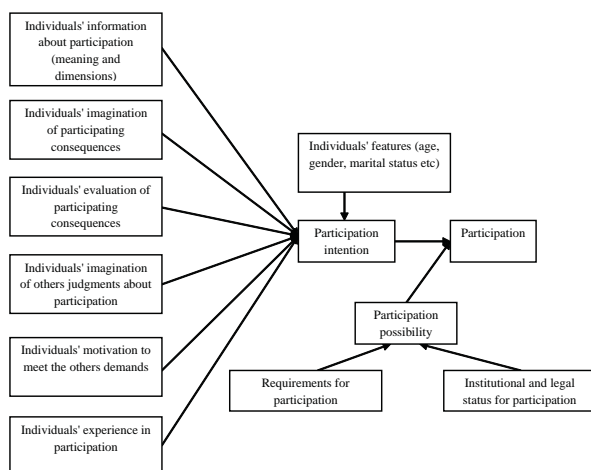
prudent, predictable mechanisms available) while attracting people participation, minimizing municipality organization, and establishing cooperative companies to settle the urban affairs (Salarvandian *et al.*, 2010, p.15).

According to Alavitarbar (2003), one may attempt to participate when first, his or her intention has formed and he or she is motivated enough to participate, second it will be possible for him or her to participate. He drew a diagram in his article which explained the effective elements to motivating individuals to participate in urban governorship.

**Table 1. Participation concept from scholars' point of view**

Concept	Definition	Scholar
process	Participation involves every process via which individuals share in decisions made about development management	Klark and Robertz, 1973
Influence and control	Participation is a system of management in which people affect decisions about development	Peterson, 1989
The form of enforcing power	Participation is all forms of enforcing power by and legal to the subordinates	Romers, 1969
Decision-making	Participation is a shared decision-making and it must be distinguished from obligatory one and/or handing over the authority to the others	Lock, Showinchi, and Latam, 1988
The perception of influence	Participation is every individual's perception of the extent of influence he or she has on decision-making and comparing it with his or her real influence in decision-making	Vavom and Lotanz, 1959, 1977

Source : (Okley et al, 1991:19)



(Source: Alavitarbar, 2003: 23)

**Diagram 2. The effective factors in the extent of individuals' participation**

Leading people to participation and mutual confidence between people and authorities play an important role (Marshall, 2004, 235).

## Results and Discussion

To investigate urban running by the people and the citizens' participation in the urban management, the following questions were raised and their answers are analyzed as follows.

### The gender of participants

**Table 2. Frequency distribution of the participants in terms of gender**

Gender	Frequency	Percentage
Male	176	58.7
Female	124	41.3
total	300	100

Table 2 shows that 58.7% has been male and 41.3% has been female.

### *The education status of the participants*

**Table 3. Frequency distribution of the participants in terms of education**

Education	Frequency	Percentage
Illiterate	6	2.0
Under diploma	52	17.3
Diploma	71	23.7
Post diploma	81	27.0
BA or BSC	73	24.3
MA or MSC and above	17	5.7
Total	300	100

Table 3 shows that totally 80.7% of the participants (citizens) hold diploma implying the high level of the literacy of the citizens in this area of Isfahan.

### *The effective role of establishing local assistant councils in running city by the people and the urban management of region 5*

Table 4 shows the frequency distribution of the participants concerning the effective role of local assistant councils in running city by the people and the urban management of the region 5. As the table shows 32.7% of the participants have estimated this role between 40% and 60% and only 7.7% of them have estimated it higher than 80%.

**Table 4. Frequency distribution of the participants concerning the role of the local assistant councils in running city and urban management of region 5**

The effective role of local assistant councils in running city and urban management of region 5	Frequency	Percentage
Less than 20%	98	19
Between 20% and 40%	87	20
Between 40% and 60%	68	32.7
Between 60% and 80%	35	20.7
More than 80%	12	7.7
Total	300	100

### *The requirements for people's participation in the urban managing system of region 5*

Table 5 shows the frequency distribution of the participants regarding the requirements for the participation of people in urban managing system of region 5. The table shows that 49.3% of the participants have seen the requirements less than 20% and only 2.3% of them have estimated the requirements more than 80%.

**Table 5. The frequency distribution of the participants concerning the requirements for people's participation in urban managing system of region 5**

Requirements for people's participation in urban managing system of region 5	Frequency	Percentage
Less than 20%	148	49.3
Between 20% and 40%	61	20.3
Between 40% and 60%	47	15.7
Between 60% and 80%	24	8.0
More than 80%	7	2.3
Not answer	13	4.3
Total	300	100

### *Testing the hypotheses*

#### *Hypothesis 1*

There is relationship among establishing an organizational structure for the municipalities where participation plays an important role, the city management by the people, and the development of urban management.

Considering the related question, if we suppose 50% of average level of participation for the municipality in the fifth region of Isfahan (while considering the municipality as one of the participant organizations in urban management), then above hypothesis will be true if the zero assumption denied in the T-test.

**Table 6. Descriptive indexes of assistant councils**

Standard deviation	Mean	Number	The role of municipalities participation
22.97	54.07	300	

(Source: Data in the questionnaires)



As table 6 shows, the sample mean=54.07 which is higher than 50% as average level and, on this line, we use t-test to generalize the result(s) to the statistical population.

**Table 7. One-sample t-test related to assistant councils**

Hypothesis 1	t	df	Test Value = 50%			
			Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
	4.284	290	.000	4.07	3.12	8.42

(Source: Data in the questionnaires)

Base on the information in table 7, null hypothesis is rejected and hypothesis 1 of the study is verified ( $t = 4.284$ ,  $df = 290$ ,  $p < 0.05$ ).

### Hypothesis 2

The citizens are provided with the required conditions to intervene in running city in the area of area management in region 5 of Isfahan's municipality.

Based on the answers given to the questionnaires, we may consider the total average of 50% as the indicator of the average level of required conditions to cause citizens to intervene in running urban affairs in Isfahan municipality of region 5. If the mentioned hypothesis is sound, the null hypothesis must be rejected when we run t-test.

**Table 8. Descriptive indexes of required conditions for running urban affairs**

SD	M	N	Required conditions for citizens intervention
24.89	30.33	285	

(Source: The data in the questionnaires)

As table 8 shows, the mean of requirements or suitable conditions for the citizens' intervention in running the city is 30.33 that is less than 50% of average level and to generalize this result to the statistical population we run t-test.

**Table 9. One-sample t-test for suitable conditions for the citizens' intervention in running urban affairs**

Hypothesis 2	t	df	Test Value = 50%			
			Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
	-13.339	284	.000	-19.670	-22.57	-16.77

(Source: Data in the questionnaires)

Based on table 9 the mean of the answers given, does not equal the average level; therefore, null hypothesis is rejected, that is, the hypothesis that "mean equal 50%" is rejected. So, the second hypothesis of the study is rejected and consequently we cannot say that the citizens are not provided with required conditions to intervene in running the city in the area of urban management as far as Isfahan municipality of region 5 is concerned ( $t = -13.339$ ,  $df = 284$ ,  $p < 0.05$ ).

### Conclusions

The way that participating systems are developed depends on the political and governmental systems that run the affairs of the country. If we consider a citizen as a reality and social phenomenon in a society, the citizen will have a sense of membership in a vast society and seriously takes part in the economic, social, cultural, and political areas. So, confiding in the people's opinion about running city affairs not only causes desirable management in the running city by people, but also grants the citizens' individual independency.

Local assistant councils, Islamic councils of the city, and Isfahan municipality of region 5 seem capable to promote urban development via establishing groups and specialty societies in themselves as well as the voluntary participation of the specialists and citizens. Based on results of the study, if Isfahan municipality of region 5 and all urban managements do not make people informed and cultured on time and hide the process of performing affairs from the citizens, the result will be pessimism, incredulity, and the lack of the citizens participation in doing affairs.

The surveys done in this study show that in region 5 of Isfahan municipality the main intention of the urban managers has mainly been providing

the managers, planners, and the employers with their interests. The scope of the participation, the financial support of the designs, and seeing participation has generally been used as a tool to legalize the designs. Citizens' attitudes are ignored; the citizens have no right to object the designs and scurvies them; the conveyance of information is often unidirectional and not crystal clear; the thought, in its best, is output-oriented. Therefore participating designs and, in effect, urban management, based on measures and the characteristics of running city by the people, do not exist in region 5 of Isfahan municipality. Thus, we conclude that urbanization, management, and urban planning that have claimed the idea of participation have actually done nothing in the region 5 of Isfahan, and have kept a long distance with the first stages of participation in its true sense.

### Suggestions

- Confiding in and believing people, having them participate in running city affairs, decision-makings, and policy-makings are views and if they exist as a must, in decision makers and managers of the city, they may result in more effective results as far as the process of development, confidence between government and people, the promotion of social investments, and the improvement of citizens quality of life are concerned.
- Attempt should be made to decentralize and transfer the affairs to local and public organizations.
- Councils should be stabilized and their roles, as the real symbol of people participation, should be promoted.
- Civilized society, as a source of participation, and supported.
- The culture and rights of citizenship should be taught, because by teaching culture to the people, they become more informed about the affairs of their city.
- The participation of people to run the city should be taken into accounts one of the valuable inputs in the urban development, management, and design performance in order to have an output in the form of citizen-oriented government and the civilized society acquire its own meaning among urban concepts.
- The more the citizens feel social belonging, the more they participate in urban planning and running.
- Finally, people participation and running city by the people have not found their own proper place in the framework of urban management and running the city affairs yet. Further, due to the existing problems concerning city running, there are no guidelines to institutionalize and perform systematically and practically the people participation in all affair of city. Because of the population growth, the increasing number of the city, and citizenship challenges we need modern ways of urban management. So, the people participation, as a way of urban management, should be considered as a step toward the expansion and promotion of the culture of urbanization in our country and attempt should be made to institutionalize the culture of participation among people and the city authorities.

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